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Manager Search Committee
PO Box 656
West Acton, MA 01720-0656

Dear Search Committee.

I am writing in response to your need for a talented Town Manager. I believe my qualifications match your requirements.

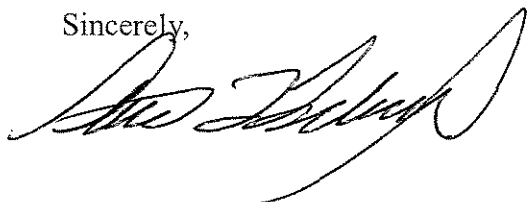
I take great pride in my ability to develop and manage organizations and programs that generate a focused commitment to quality results. The diversity of responsibilities from manager to strategic and operational planner has prepared me very well to take on new and exciting challenges. I have successfully built effective organizations, negotiated and established major relationships, established effective interaction among colleagues, subordinates and other institutions and developed a high degree of mutual loyalty and trust among those with whom I have worked.

My emphasis on quality programming, positive outcomes and attention to budgets has given me a strong appreciation for, and sensitive to, the complexities in meeting the needs of multiple constituencies. I know how to balance conflicting priorities and create a clear direction to deliver outstanding results. I am particularly proud of my accomplishments in:

- Managing budgets and resources to optimize community needs yet meet budgeted parameters.
- Developed long range financial plans and effectively promoted those plans to constituencies for funding and implementation.
- Developing and implementing plans in cooperation with diverse disciplines to tailor programs that deliver positive and ongoing results.
- Working with others throughout the community to tailor enrichment and service enhancements to constituencies in ways that focus on real goals that deliver results.
- Implementing objectives with innovative programs that have generated trust and confident in my abilities.

I am available for a meeting at your convenience where you can more closely examine the person behind the resume, and I can more substantively demonstrate why my skills and your needs are an excellent match.

Sincerely,



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TOWN MANAGER

Highly talented Town Manager with significant success in creating and implementing operational strategies seeks to apply his extensive skills to a municipal organization. A highly entrepreneurial spirit that offers a rare combination of superior management skills coupled with a keen understanding of what it takes to succeed. A creative, analytical thinker able to translate organization charters into cost-effective solutions, create practical budget-driven plans and manage expectations in delivering practical, measurable results. A skilled project manager recognized for the ability to organize and deploy resources, and drive the conversion of under performing organizations into consistent producers. Acknowledged for the ability to identify, plan, and coordinate while establishing rapport with diverse disciplines to solve problems. Qualified by:

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- | | |
|---|-----------------------------------|
| • Program Development/Evaluation | • Strategic and Tactical Planning |
| • Board Development/Collaboration | • Revenue and Expense Management |
| • Staff Building and Leadership | • Community Involvement Programs |
| • Creative, Resourceful Problem Solving | • Needs Assessment |
| • Inter-agency Collaboration | • Policy/Regulatory Compliance |
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PROFESSIONAL EXPERIENCE

Town Manager - Westford, Massachusetts

1999-Present

Chief Executive Officer for a rapidly growing town of 21,000. Responsible for all town departments, collective bargaining, budget development and management, and strategic and operational planning.

- Created a consensus-based budget process and streamlined budget planning that successfully reconciled and received approval for an \$84M budget.
- Developed a five year financial plan which directly increased communication and collaboration between major boards. The result was consensus planning on long term financial strategy.
- Instituted a goal setting process and facilitated an annual goal-setting sessions as a foundation of the budget process.
- Conceived, obtained funding and implemented a town wide technology plan that set uniform standards across departments and facilitated a capital strategy for technology.
- Conceived and implemented a town reorganization that reduced duplication and costs and combined town wide human resource functions
- Designed and implemented a plan to significantly reduce healthcare premiums for 1000 employees and retirees. This required reconciliation of 8 plans and with 6 unions.
- Orchestrated a highly sensitive land acquisition that preserved important privacy concerns while ensuring a successful sales saving the town \$1.5M.

Town Manager - Sudbury, Massachusetts

1996-1999

Chief Executive officer and first Town Manager for a municipality of 16,000 with responsibility for town departments, collective bargaining, budget development and strategic planning.

- Led the successful transition from Executive Secretary to Town Manager form of Government.
- Created the first Department of Public Works by combining functions into a consolidated structure
- Designed and instituted a town government planning process to identify and set goals.
- Streamlined the budget process with improved planning and communications. This enabled significantly improved focus on both priorities and strategy.

Town Manager – Williamstown, Massachusetts

1984-1996

Chief Executive Officer for a community of 8,000 and longest serving in town history. Provided department oversight, budget development and management, implementing town selectman goals and developing a strategic long range plan and targets for implementation.

- Negotiated with private sources to ensure town water supply improvements at no additional cost to the town while protecting private aesthetic concerns.
- Developed a goal setting process, streamlined Town Meeting and created a finance department that consolidated operations. These programs significantly improved clarity and visibility to finance and planning matters.
- Established the first long range planning process that resulted in a practical five-year plan with increased capital funding.

City Administrator - Auburn, Michigan

1980-1984

Responsible for day to day administration of all town departments in a municipality of 2,000. Tasked with budget development, planning and administration, implementation of town council goals and objectives and long rang planning.

Legislative Assistant – Clinton County, NY

1977-1980

Provided administrative support to the county legislature to include budget development, collective bargaining and procurement.

EDUCATION

Masters in Public Administration, Cornell University, Ithaca, NY

BA, Government & International Studies, University of Notre Dame, Notre Dame, IN

PROFESSIONAL MEMBERSHIPS AND OFFICES

Vice President – Massachusetts Municipal Association

Board of Directors – Massachusetts Municipal Association

President – Massachusetts Municipal Management Association

Chair – Northern Berkshire Solid Waste Management District

Board of Directors – Northern Berkshire Industrial Park and Development Commission

Member – International City Management Association

LEDOUX

Proposed reconfiguration of staff support to Land Use Boards

Overall Goal

This proposal reconfigures staff support to the Zoning Board of Appeals (ZBA), Affordable Housing Committee (AHC) and Affordable Housing Trust Fund (AHTF). The reconfiguration is intended to provide more effective, efficient and professional/technical/administrative support to the afore-named Town boards as well as providing job satisfaction and job enrichment to the Planner position currently supporting the Planning Board and the Administrative Assistant position currently supporting the Permitting Office. The proposal formalizes and strengthens an existing informal relationship between the Town and Westford Housing Authority (WHA), while harnessing the expertise, institutional capacity and social capital of the Chelmsford Housing Authority (CHA).

Description

This reconfiguration will affect three positions in the Permitting Office, the two Planner positions, of which one is vacant and the Administrative Assistant position. The Planner positions are in the proposed Office and Professional Employees International Union AFL CIO Local 6. The Administrative Assistant Position is in the Communications Workers of America Local 1051 Union.

This proposal re-assigns the responsibilities of the vacant Planner position. This position currently provides staff support to the AHC, AHTF, ZBA and when needed, the Planning Board (PB) and Conservation Commission. Under this proposal, the affordable housing responsibilities of this position will be contracted out to a Westford Housing Authority and Chelmsford Housing Authority partnership. The remaining zoning and land-use responsibilities of the position will be re-assigned to the other existing Planner and Administrative Assistant positions. The former will handle staff board relations, comprehensive permits, special permits and variance applications to the Zoning Board of Appeals. The administrative tasks, including accepting applications, filing and record management will be handled by the Administrative Assistant.

Housing Partnership Responsibilities

The Westford Housing Authority-Chelmsford Housing Authority partnership will perform the following tasks in support of the administration, monitoring, enforcement and project review of the town's affordable housing program:

The Chelmsford Housing Authority will provide the following:

- Consultation services related to Affordable Housing Components for all 40B developments and Local Action Units proposed in the Town of Westford. Written responses will be provided to the Town of Westford and will make presentation at hearings if requested.
- Assist in the inventory of all existing affordable housing units, making sure that all related documents are filed in a system that will provide ease of use.
- Consultation services as it relates to housing developed utilizing Community Preservation Funds.

- Assist in the development and evaluation of Requests For Proposals for the development or disposition of land for the creation of new affordable housing units.
- Assist in planning, reviewing lotteries, public education, advocacy and outreach programs relating to affordable housing.
- Review all cost certifications/limited dividend reviews submitted to the Town of Westford and provide recommendation as to any action that is needed.
- Assist the WHA in developing a re-sale list for the Local Affordable Housing Program.
- Assist in the development of systems to monitor the long-term affordability of existing units and new units that will be added to the Subsidized Housing Inventory.
- Attend Planning Board, Zoning Board of Appeals, Affordable Housing Committee and Affordable Housing Trust Fund Meetings as necessary and prepare written responses and recommendations if requested.

The Westford Housing Authority will:

- Provide a central location and one-stop shop for the administration and day-to-day management of the Local Affordable Housing programs.
- Assist in planning, reviewing lotteries and public education, advocacy and outreach programs relating to affordable housing.
- Set up and maintain the Subsidized Housing Inventory.
- Assist with all refinance requests by current owners and work with sellers of affordable units.
- Conduct annual verification for rental and homeownership units in Westford.
- Work with the Assessor's Office in verifying that maximum re-sale price is consistent with property values on all affordable units.
- Provide staff support to AHC and AHTF.
- Provide day-to-day support to community in answering questions, concerns and feedback from residents/constituents.

Planner Responsibilities

The expanded responsibilities for the Planner position include:

- Providing administrative and technical assistance for the Zoning Board of Appeals and, when called upon, Affordable Housing Trust Fund and Affordable Housing Committee.
- Reviewing and making recommendations on applications / development proposals submitted to the Zoning Board of Appeals to ensure consistency with the Town's overall community development objectives and Town by-laws and regulations.
- Coordinating, facilitating, and attending board meetings.

Administrative Assistant Responsibilities

The expanded responsibilities for the Administrative Assistant position will include:

- Providing general administrative support to the Planner position in relation to the ZBA's program and work.
- Processing weekly accounts payables/receivables in database/accounting systems, submitting reports and invoices to the finance department for final processing.
- Processing department expense warrants and track year-to-date budgets.
- Processing deposits and payments for Developer Escrow accounts, Permit Applications for Zoning.
- Ordering and distributing all office supplies.
- Processing and recording applications to the Zoning Board of Appeals, including opening files and scanning in all necessary documents into Lotus Notes database.
- Coordinating meeting dates, scheduling conference rooms, and posting meeting dates.

Cost Comparisons

The vacant Planner Position is a full-time position budgeted at \$50,000 plus benefits (\$5,000.00). The annual cost of the contract with the Westford and Chelmsford housing authorities' partnership will be approximately \$32,000, of which \$20,000 will be paid to the Westford Housing Authority and \$9,600 to the Chelmsford Housing Authority. There is an offer by a well-wisher to match the Town's contribution towards the payment of the \$32,000 at least for the first two years.

Reclassifying the Planner and Administrative positions will cost approximately \$8,000.

Other opportunities for lowering the cost of the said contract to the Town include:

- Requiring Applicants on all projects that produce affordable units to assume responsibility for monitoring and administering the affordability of the developments. This obligation should include, but should not be limited to, reimbursement of the Town for any direct and indirect costs incurred by the Town (including the work of the housing authorities). Note that the direct and indirect costs are related to reviews conducted by the Town as described in the certificates of approval issued by Town boards.
- Use of mitigation
- Use of CPC funds designated to the creation and preservation of affordable housing.

Opportunities and Challenges

This proposal provides an opportunity for the Town to accomplish the following:

- Creating an efficient one-stop shop to manage the town's affordable housing program, ranging from project review through property management.
- Positioning and strengthening Westford Housing Authority as the town's full-time affordable housing resource, while leveraging its networks, capital and institutional experience in managing housing resources.

- Harnessing Chelmsford Housing Authority's institutional experience in building, managing, monitoring and cost-certifying affordable housing projects, including both Comprehensive Permit and LIP developments.
- Consolidating and harnessing the Town's expertise in site plan and special permit review to support the comprehensive permit process.
- Providing job satisfaction and job enrichment
- Enhancing and streamlining staff support to Town boards.

Administrative challenges:

- Formalize the relationship with the Westford Housing Authority/Chelmsford Housing Authority in the form of an inter-municipal agreement or MOU.
- Buy-in from the unions regarding reclassifying the Planner and Administrative Assistant positions. The latter may entail moving the position from one union to another.
- Direct supervision of Planner position and the relationship with the local housing authority partnership.
- Address the loss of Planner support to CPC